CONSIDERATION OF OTHERS (C02)
Prevention of Workplace Violence

U.S. ARMY FIELD SUPPORT COMMAND/

JOINT MUNITIONS COMMAND

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Command Chaplain

AFSC – On the Line

CONSIDERATION OF OTHERS (CO 2)

- **"Instill in all personnel the importance of CO 2 and the Army values of compassion and caring… The success of this program is dependent on leadership commitment at all levels."**
  ~ 6 June 2003 GEN Kern

- **"The CO 2 program is the primary tool to help make the Command an enjoyable and rewarding place of employment . Special emphasis will be placed on treating others with respect and dignity."**

~ 3

November 2000 MG McManus

Army Well-Being
January 2001

- Army readiness is inextricably linked to the well-being of our people. Our success depends on the whole team – Soldiers, civilians, families – all of whom serve the Nation.
- We have a covenant … and we will keep faith with them.
- Well-Being is defined as the personal – physical, material, mental, and spiritual – state of Soldiers, civilians, and their families that contributes to their preparedness to perform and support the Army's mission.

Statistics:

- ✓ The number of American workers murdered annually has doubled since 1989.
- ✓ Workplace violence is the second-leading cause of occupational fatalities.
- ✓ Workplace violence is the No. 1 cause of workplace fatalities for women.
- ✓ Two million workers, 36,000/week, are victims of nonfatal workplace assaults each year.
- ✓ More than 1 in 3 workers were verbally abused on the job.

Statistics (cont.)

- However:
- More deaths occur on the highways as a result of alcohol than deaths in the workplace because of violence.
- You stand a greater chance of getting hit by lightning than of becoming the victim of a homicide at work.
- Over 99% of workplace violence does <u>not</u> result in homicide.

What is Workplace Violence?

- According to OSHA, workplace violence is any physical assault, including unwanted touching or any other offensive physical contact, threatening behavior, or verbal abuse.

Examples of Workplace Violence:

- ✓ Harassment of any nature, such as being followed, sworn at, or shouted at.
- ✓ Psychological traumas, such as threats, obscene phone calls, bomb threats, or an intimidating presence.
- ✓ Physical violence, such as hitting, grabbing, beating, stabbing, suicide or attempted suicide, rape, or shooting.

Categories of Violence

- ✓ Stranger on Employee
- ✓ Customer on Employee
- ✓ Co-worker on Employee
- ✓ Employee on Employee

Identifying Risks:

- ✓ Workplace risk varies from job to job;
- ✓ most at risk are:
  - ➢ convenience and liquor store staff,
  - ➢ taxi drivers
  - ➢ police
  - ➢ security personnel
- ✓ Identify the risks in your workplace,
- ✓ then develop effective safety precautions and protocols

Can It Happen to You?

- ✓ I work with the public.
- ✓ My job requires me to handle money.
- ✓ I work alone or in a small group.
- ✓ I have a mobile workplace, such as a delivery truck.
- ✓ I work late at night or early in the morning.
- ✓ My work-site has experienced violence in the past.
- ✓ I guard valuable property or possessions.
- ✓ I have heard someone threaten another person in the workplace.
- ✓ I do not know or am unsure about how to use security measures at work, including how to contact security guards.
- ✓ I do not know or do not follow my employer's policies for workplace violence prevention.

Warning signs of Troubled Employee:

For over 70% of incidents reviewed, the individual gave some warning sign.

- ✓ **Major changes in personal appearance, attitude or behavior**
- ✓ **Change in personal relationships**
- ✓ **Reduction in job efficiency or productivity**
- ✓ **History of arrest or violent behavior (most predictive)**
- ✓ **Failure to communicate, avoids conflict**

Warning Signs (Cont.):

- ✓ Unusual interest in weapons
- ✓ Possession of weapons
- ✓ Preoccupation with violent incidents in the news
- ✓ Heightened anxiety
- ✓ Overly defensive
- ✓ Substance abuse

Warning Signs (cont.)

- ✓ Serious mental illness: psychosis, depression
- ✓ Non-compliance with psychiatric treatment
- ✓ Family instability
- ✓ Continual excuses
- ✓ Blaming, not taking responsibility
- ✓ Unexplained signs of physical injury
- ✓ Agitation
- ✓ Impulsivity

Warning Signs of Dangerous Stranger

- ✓ Loitering around the worksite
- ✓ Agitation and/or uneasiness
- ✓ Inability to make eye contact
- ✓ Unexplained interest in your work activities and policies
- ✓ Threatening language and/or actions
- ✓ History of violent behavior

"Aggression in the workplace", by Joel H. Neuman and Robert A. Baron,

in Antisocial Behavior in Organizations,

"Aggression is most frequently associated with the perceptions of intentional provocation by others and also with feelings of exploitation...."

"Aggression in the workplace", by Joel H. Neuman and Robert A. Baron, in Antisocial Behavior in Organizations,

"Therefore,
strategies that
minimize or eliminate
perceptions of having been treated unfairly
should prove useful in reducing aggression"

How Managers Threaten Employees

-- Ryan and Oestreich , Driving Fear Out of the Workplace '98

- ✓ Silence
- ✓ Glaring, "the look"
- ✓ Brevity, abruptness
- ✓ Snubbing, ignoring
- ✓ Insults, put downs
- ✓ Aggressive, controlling style

- ✓ Threats about job
- ✓ Yelling and screaming
- ✓ Angry outbursts, loss of control
- ✓ Physical threats, menacing
- ✓ Physical contact

Escalating Levels of Behavior:

- ✓ **Usually violent incidents follow a series of smaller incidents or warning signs.**
- ✓ **The inappropriate behavior of a person prone to workplace violence usually ESCALATES over time.**
- ✓ **Ensuring your SAFETY and that of others is the MOST important action you can take.**

Dealing with Escalating Behavior

- ✓ Stay calm, listen attentively, and ask the person to sit down.
- ✓ Treat the person with dignity and respect.
- ✓ Ask " What can I do to help you?"
- ✓ Acknowledge the person's concerns.
- ✓ Understand their perceptions are real to them.
- ✓ Maintain eye contact.
- ✓ Speak slowly, softly, and clearly.
- ✓ Avoid being defensive.

Dealing with Escalating Behavior (cont.)

- ✓ Set ground rules/boundaries, such as," When you shout at me, I can't understand what you're saying."
- ✓ Do not argue.
- ✓ Signal a co-worker if you need help.
- ✓ If the person has a compelling need to communicate, don’t put it off.
- ✓ Keep the situation in your control.
- ✓ Notify your supervisor immediately.

Allow the Aggrieved Party to Suggest a Solution

- ✓ A person will more readily agree to a resolution that he or she helped formulate.
- ✓ It may surprise you that his suggestion may be very reasonable.
- ✓ Move toward win/win resolution, both make concessions. Try to get something for something.

If you Need to Meet with an Agitated Employee:

- ✓ Notify another person that you are going into a meeting.
- ✓ Leave the door open, and sit by the door.
- ✓ Invite another person to join you in the meeting.
- ✓ Notify security that you are having the meeting.

If the Situation Continues to Escalate:

- ✓ Get yourself and others away from the potentially violent person.
- ✓ Know and follow the workplace emergency action plan.
- ✓ Call your supervisor, the Ombudsman, building security, or 9-1-1.
- ✓ Evacuate the area upon calling for help.

Dealing with Troubled Employee

- ✓ Identify job-related impact of employee misbehavior.
- ✓ Treat the employee with dignity and respect. Listen well.
- ✓ Ask: What can I do to help ?
- ✓ Document any counseling that occurs.
- ✓ Notify and consult with HR Ombudsman, EAP, or Legal.
- ✓ Discuss with employee and set clear goals.

Dealing with Troubled Employees (cont.)

- ✓ Offer to refer the employee to the EAP for assistance and/or evaluation.
- ✓ Recommend that employee utilize HR Ombudsman for assistance.
- ✓ Notify EAP of referral.
- ✓ Follow-up.

Workplace Safety Tips:
Workplace Security

- ✓ **Know how to reach security officials.**
- ✓ **Know where security equipment is located.**
- ✓ **Be aware of escape routes, post emerg. phone numbers.**
- ✓ **When entering with security card, do not let others in by holding door open.**
- ✓ **In an elevator, stand near control panel. If you are attacked, press alarm button.**
- ✓ **Don’t wear work ID in public.**

Workplace Safety Tips:
Travel Safety

- ✓ When traveling, stay in hotel room near lobby. Ask for escort to room.
- ✓ Always lock room door.
- ✓ Ask for identification from unexpected visitors knocking on door.

Workplace Safety Tips:
Parking Safety

- ✓ **Park in well-lit areas close to destination.**
- ✓ **Walk with co-worker or security guard to car.**
- ✓ **Use extra caution in parking garage- there are lots of blind spots.**
- ✓ **Write down location of your car, so you don't get lost and wander around.**

Workplace Safety Tips: *Personal Safety*

- ✓ Don’t wear flashy or expensive looking jewelry or watches.
- ✓ Keep handbag and valuables locked and out of sight.
- ✓ Develop personal safety plan, such as calling someone before leaving work.
- ✓ Get mobile phone for emergencies.

Self-Assessment

(True or False)

- ✓ **Physical assault is the only form of workplace violence.**
- ✓ **Workplace violence can occur in the employee cafeteria.**
- ✓ **It is important to know your organization's policies and procedures for preventing violence in the workplace.**
- ✓ **A customer feels he or she had bad service and shoves the server as as he or she walks out of the restaurant. This is an example of workplace violence.**
- ✓ **After workplace violence occurs, victims can seek assistance from the Employee Assistance Program (EAP) or Human Resources (HR) office.**

Self-Assessment (Cont.)

- ✓ The most important action you can take is to report the event, regardless of the level of violence.
- ✓ Two co-workers are in a fistfight, but they work out the issue out for themselves. This event should be reported to a supervisor.
- ✓ A personal safety plan is of no use in the workplace.
- ✓ If you witness a violent event in the workplace but are not directly involved, do not report it.
- ✓ If confronted by a violent person in the workplace , remain calm and speak softly, slowly and clearly.